**3. Learning and Teaching Responsibility: PVC(T)**

| ***The Risk*** | ***Gross Risk*** | ***Factors that could relate to, or contribute towards the risk occurring*** | ***Current mitigating actions*** | *Net Risk July 2009* | *Improvement actions to mitigate the risk/person responsible* | ***Action Arising – DATE of implementation*** | ***Change of rating achieved following implementation of action – Latest assessment*** | ***Annual review of***  ***Reporting Body***  ***L&TC*** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **a)** **Failure to match UK/EU intakes with targets**  *(Strategic)* | 4,4 | **Visibility & Image**   * Volatile league table position | * Focused student recruitment policy incl. intake targets * Efficient and responsive admissions system * Tailored schools liaison activities and interactions with selected schools/ colleges | 3  **3,3** | * Improve electronic student records to enhance accessibility to applicants and staff (IT Services 10/11) | * Tight UG admissions management August 10 | **3,3** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Marketing & Student Demand**   * Lack of understanding of markets * Slow response to changing patterns of student demand | * Quality marketing * Regular updating and improvement of admissions/recruitment website * Monitoring of applications and conversion trends * Communication with external bodies * Liaison between academic departments and central admissions to ensure recruitment strategies are sensitive to market changes |  | * Work on promotional aspects of recruitment (SR Team & Dir M/C 10/11) * Develop EU recruitment strategy (Int. Office 10/11) * Develop the work of the integrated Student Outreach and Admissions (SOAR) Team (Registry 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Academic Provision**   * Restricted subject and product range leading to intake imbalances between programmes * Failure to anticipate necessary prog. changes in relation to UK/EU market | * Regular programme evaluation in Departments * Careful management of intakes at programme level by departments |  | * Strategic programme review (SR Team/ Faculties 10/11) * Further develop flexible approach to provision linked to strategic partnerships and employer engagement in context of the recession (SR Team/ Ent Office 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Funding**   * Government fee structure & response of competitor institutions to this * ***Uncompetitive bursary and scholarship schemes (i) (Operational)*** | * Promotion of bursaries and scholarships funded internally * Regularly benchmarking to ensure bursaries and scholarships are competitive * Monitor impact of higher tuition fees |  | * Agree objectives and monitor actions of SOAR Team (SR Team 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **b)** **Failure to meet international recruitment targets**  *(Strategic)* | 4,5 | **Visibility & Image**   * Declining position in league tables * Increased aggressive competition within and beyond UK * ***Failure to respond speedily to student applications and enquiries in the face of continued significant growth in volume of applications (h) (Operational)*** * Failure to respondspeedily to submission of results by students and subsequently converting them to UF * Failure to issue CAS (for Tier 4 PBS visa purposes) in timely manner | * Strategic international student recruitment policy incl. diversification * Academic presence and presentations at key international fora & in overseas institutions * Ensure good conversion rates by speedy response to enquiries, receipt of results and applications, and speedy issuing of CAS | **3,4** | * Monitor improved online applications (Registry 10/11) * Develop alumni activity (Registry/ Alumni Relations 10/11) * Promote increasing co-operation between the undergraduate and taught postgraduate admissions teams with a view to creating a single, integrated resource in 2012 (Registry 10/11) * Monitor changes to Tier 4 PBS visa system and implement appropriate actions (IO 10/11**)** | * Enhance links between recruitment and broader internationalisation Strategy Current | **3,3**  **Decrease** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Marketing & Student Demand**   * Undue concentration on limited geographical markets and products * Poor marketing and lack of understanding of markets * Lack of awareness of changing international patterns of demand * Websites inadequate and out of date * Expansion of in-own country and regional HE provision * Inability to pay agents in a timely manner | * Quality marketing * Development of appropriate and attractive degree programmes * Effective use of overseas agents & focused recruitment missions * Extended range of country visits * Development of partnership links overseas * Regular visits to UK FE, schools and Foundation colleges which cater for international students * Continual contact with agent |  | * Promote international foundation with Lou. College (Registry 10/11) * New IO Website with video footage (talking heads) and translated pages (multi languages) to be launched mid-2010 |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Academic Provision**   * Failure to anticipate changes in relation to Int. market e.g. Bologna Process | * Close monitoring of national/   international responses to Bologna Process etc |  | * Strategic programme evaluation linked to differential targets (SR Team/Grad Sch/Faculties 10/11) * Focused IO strategy to meet differential targets (IO 10/11) | * Strategic review of international recruitment targets linked to Development Plans Current |  |  |
|  |  | **Funding**   * Inappropriate fee structure | * Benchmark fees, scholarships and bursaries against those of competitors |  |  | Strategic review of international recruitment costs in relation to income Current |  |  |
|  |  | **International Student Support**   * Limited and uncoordinated international student support | * Rapid response to student surveys incl. PTES * Responsive LSU and Student Support Centre |  | * Support work of Graduate School (LTC & Res. Com 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Unpredictable Issues**   * Sudden unexpected changes e.g. currency fluctuations, terrorism, visa problems * New PBS visa system and Tier 4 status * Impact of recession overseas | * Effective modelling of intakes and use of shadow intakes in budgeting * Regular country specific analysis |  | * Close monitoring and evaluation of impact of PB visa system (IO 10/11) | * Lobbyiing to streamline process through Joint Education Taskforce (IO current) |  |  |
| **c)** **Failure to attract well qualified students**  *(Strategic)* | 3,4 | **Staff**  **See risk e) below** |  | **3,3** |  | * Profile raising: good NSS results September 10 | **3,3** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Visibility & Image**   * Declining position in league tables   + Reputational problems associated with UG and PG admissions processes | * Focused admissions policy addressing applicants’ expectations * Continued increase in UG entry grades as appropriate   + Continue to respond quickly to results of student surveys incl NSS |  | * Promote clearly University successes using a range of media (Registry/Markt. & Comm. 09/10) * Further develop links with high achieving schools in UK and overseas (SR Team/ Faculties 10/11) |  |  |  |
|  |  | **Marketing and Student Demand**   * Increasingly aggressive competition in UK & overseas for high quality students | * Judicious use of scholarships * Regular evaluation of UG and PG programmes |  | * Further develop student learning opportunities in and beyond the curriculum in line with L and T and International’n Implementation Plans (SR Team, PQ Team, IAG and Depts 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Student support Infrastructure**  **See risk f) below** |  |  |  |  |  |  |
| **d)** **Poor internal and external evaluations of teaching quality and learning support**  *(Strategic)* | 4,3 | **Staff**  **See risk e) below** |  | **3,2** |  |  | **3,2** | **Overall assessment of risk & response:**  Approved by June LTC 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | **Quality Assurance & Enhancement**   * Failure to take account of statutory requirements, QAA academic infrastructure, or professional body accreditation requirements * ***Failure to observe internal quality assurance procedures (k) (Operational)*** * ***Failure to engage in development-led quality enhancements (l) (Operational)*** * Insufficiently rigorous procedures for major learning and teaching projects * Major changes in University structure resulting in failure of current QA systems | | * Clear strategy and operational plan for teaching and learning and assessment * Effective PQ Team, with awareness of external context and willingness to consult within the institution * Efficient and effective annual and periodic review process * Regular Dept. review of programmes * Regular review of NSS findings * Rigorous student feedback process | | |  | | * Continue to follow up actions from 2008 QAA Institutional audit (PQ Team/Audit Steering Group 10/11) * Prepare to respond to external reviews now in progress, in relation to quality and standards (audit, academic infrastructure, external examining, teaching quality information)(PQ Team 10/11) * Promote learning and teaching support network to academic departments comprising Teaching Centre/E-learning Team/CETLs (10/11) * Prepare to reorganise internal QA systems in response to changes in University structure (PVC(T), PQ Team 10/11) | |  | |  | |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Student Support Infrastructure**   * Poor learning & teaching facilities * Insufficient investment to keep pace with developments and competitors * Major changes in University structure resulting in disruption of student support mechanisms at departmental level | * Regular review & improvement of teaching accomm. * Pro-active teaching and learning support services |  | * Continue to progress learning spaces project (Director of Change Projects/LTC/Facilities Management 10/11) * Ensure that QA and student support responsibilities clearly located within new structures (PVC(T) 10/11) |  |  |  |
|  |  | **Published information**   * ***Failure to ensure that published teaching and learning information is accurate and fit for purpose (j) (Operational)*** | * Responsibility for publications vested in a limited number of staff |  | * Content management system being developed (Director, Marketing and Communications 10/11) |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **e)** **Insufficient engagement by staff in teaching in relation to priorities in research and enterprise**  *(Strategic)* | 3,3 | * Inability to attract and retain quality staff * System of staff recognition and reward that does not consider adequately scholarship in teaching and learning * Perceived problems of communication between staff and students | * Focused staff recruitment, development and retention policies * Effective probation system including appropriate teaching and learning support * Staff research built into learning and teaching opportunities for students | **3,2** | * Monitor new criteria for SL promotion (Human Res. Com/Teaching Centre 10/11) * Evaluate re-accredited New Lecturers’ Course (Teaching Centre 10/11) * Evaluate Communicate project to enhance communication/presentation skills of staff (Teaching Centre 10/11) | * Professorialpromotion criteria being modified Current | **3,2** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **f)** **Insufficient investment to keep pace with developments and competitors**  (*Strategic)* | 4,4 | **Student Support Infrastructure**   * Poor teaching facilities * Limited investment in IT and broader L&T infrastructure * Fragmented student support services | * Regular review of and investment in information systems, and physical infrastructure * Pro-active teaching and learning support services * Co-ordinated student support services   . | **3,3** | * Continue to progress learning spaces project (Director of Change Projects/LTC/Facilities Management 10/11) * Continue strategic development of e-learning (ELAG 10/11) |  | **3,3** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| g) Engaging in collaborative provision without due diligence  *(Strategic)* | 4,3 | * Problems in relation to academic quality and standards or reputation at partner institutions | * Rigorous procedures for assuring quality and standards of collaborative provision * Strengthened Programme Quality and Partnerships section in Registry | **4,2** | * Conitnue follow-up actions from Institutional Audit 2008 (Audit Steering Group 10/11) |  | **4,2** | **Overall assessment of risk & response:**  Approved by LTC June 2009  **Date of review**:  3 June 2010 |

**Last reviewed by ELT Risk Sub Group: 1 February 2010**

**I confirm that**

**a) all operations controls are functioning**

1. **the risk is appropriate**
2. **any near misses/incidents since last appearance at ELT are detailed overleaf**

Signature…………….………………………………………

(PVC Teaching)

Date:…………………………………………………………

Last amended: May 2010